

SAFETY & SECURITY FOR JUVENILE JUSTICE PROFESSIONALS

**Enhancing Safety & Security at the Office,
On the Street, and Off-Duty**

About this Presentation:

- An Awareness Program...
 - The Workplace
 - On the Street
 - At Home/Personal Lives
- Highlight Potential Vulnerabilities/Risk Factors & Effective Countermeasures
- Identify work and personal practices that enhance safety & security— best practices
- Opportunities for Interaction, Feedback & Discussion

About this Presentation (cont):

- Who is it for?
 - Probation, Surveillance & Detention Officers, Case Workers
 - Supervisors
 - Support Staff
 - Other Juvenile Professionals
- What it is Not
 - Specific strategies are not discussed in detail – each site has unique characteristics

SAFETY & SECURITY IS A GROUP EFFORT! IT IS CONCEPT, PRACTICE & A CULTURE

SOME QUICK QUESTIONS...

I am vulnerable to a violent attack in my workplace:

A. 1 = Strongly Disagree

0%

B. 2 = Disagree

0%

C. 3 = Agree

0%

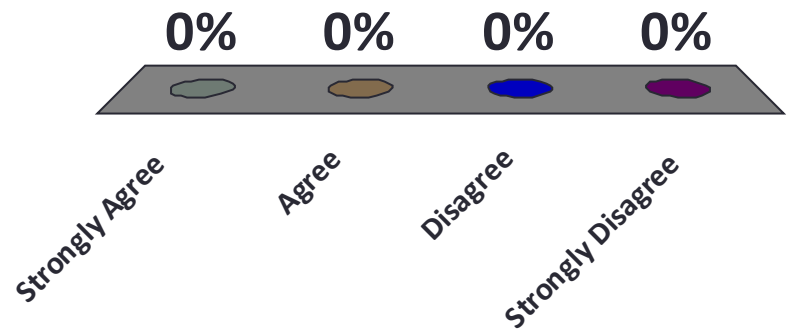
D. 4 = Strongly Agree

0%



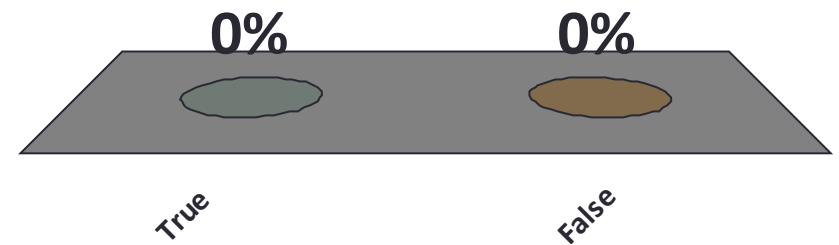
I am vulnerable to becoming victim of a violent crime in my personal office:

- A. Strongly Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree



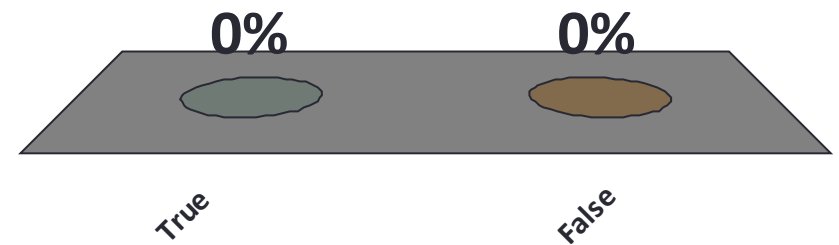
In the last 12 months, I have felt physically threatened in the workplace (by a client):

- A. True
- B. False



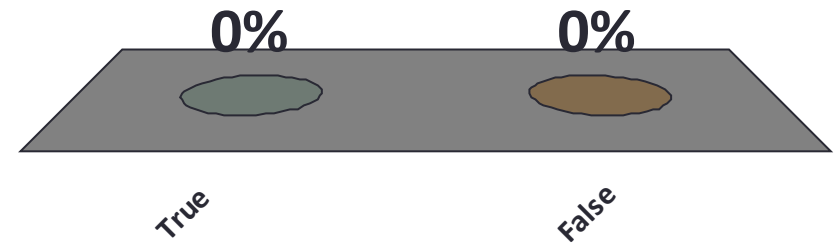
In the last 12 months I have been physically assaulted by a client
in the workplace:

- A. True
- B. False



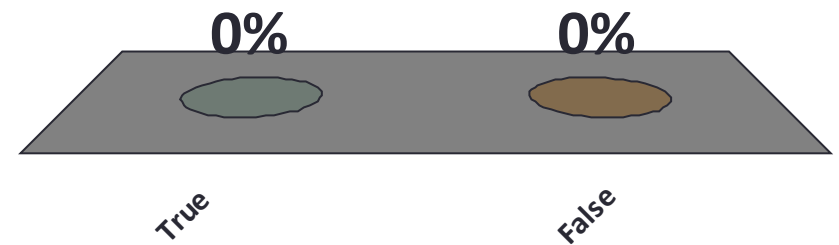
Over the course of my career, I have been physically assaulted by at least one of my clients:

- A. True
- B. False



Over the course of the last 12 months, I have been verbally threatened by a client:

- A. True
- B. False



What is Workplace Violence?

- NIOSH – violent acts (including physical assaults and threats of assaults) directed toward persons at work or on duty”
- Four categories of violent offenders:
 - Clients & Patients
 - Customers...
 - Co-Workers & Managers
 - Domestic Violence that spills into the workplace
- The Impact of Workplace Crimes:
 - We are often affected/impacted more by the fear of victimization itself than by actual crimes...

What Causes Violence & Criminal Activities?

- ✓ Pathopsychologies
- ✓ Drugs & Alcohol
- ✓ Biological/genetic Issues
- ✓ Excitement/Self-Esteem
- ✓ Revenge
- ✓ Learned Behaviors
- ✓ Power/control
- ✓ Poor conflict resolution skills
- ✓ Fear of being detained
- ✓ Boredom
- ✓ Cultural factors
- ✓ Stress/Frustration

Most Common Factors

- Past history of violence
- Young, single males
- Lower socio-economic status
- Mental Illness
- Displaced/regressed anger
- Attitudes/beliefs toward system & authority
- Fear of being placed into custody

There is no single profile

Why the Concern in this Profession?

- A More Difficult Client Base
- Large Caseloads
- Dangerous Streets
- Quality of Worklife - Feeling and Being Safe
 - ex: Witnessing violent actions & other crimes
- Impact on Personal Lives
 - Hypervigilance
 - Stress
 - Others

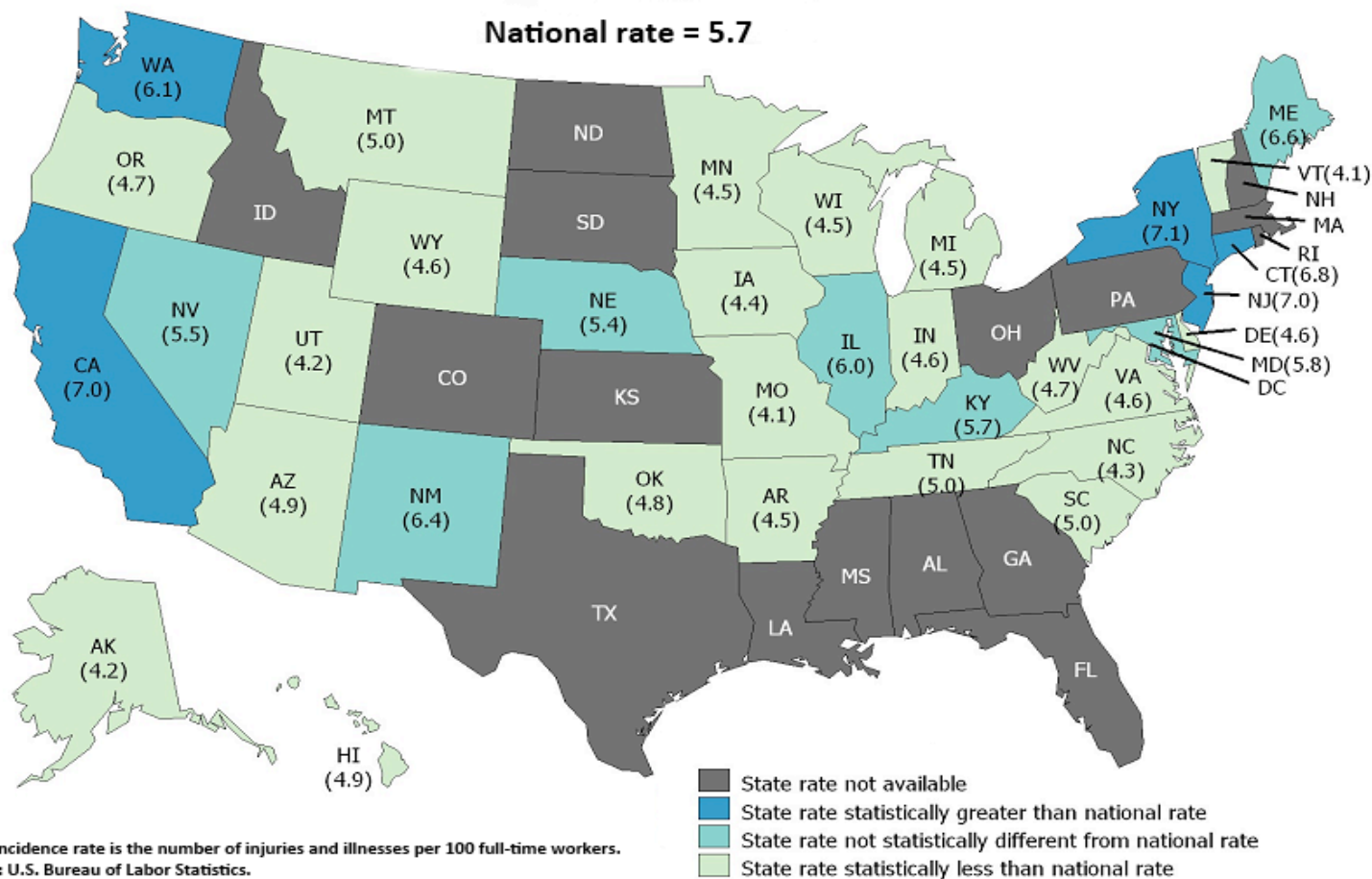
The Nature & Extent of Violence Against Juvenile Workers

- Difficult to determine
 - Not reported
 - Really no official stats

Nature & Extent – National Stats

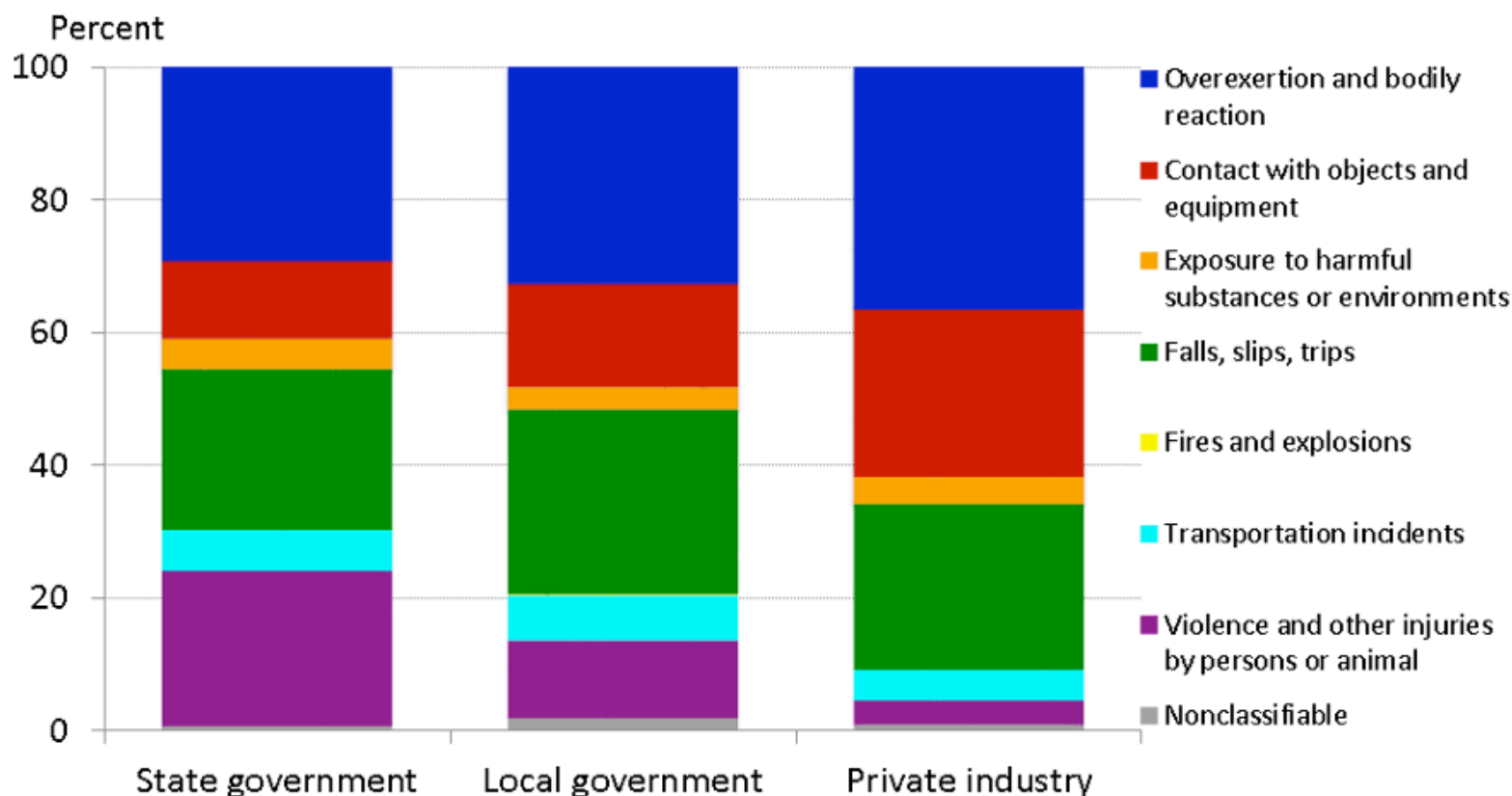
- Violence made up 23.4% of injuries & illnesses with days away from work in state government
- Top Sectors
 - Nursing & Residential Care
 - Hospitals
 - Justice, Public Order & Safety Activities
 - Construction
 - Colleges & Universities

Nonfatal occupational injury and illness incidence rates among state and local government workers for the nation and by state, 2011



The Nature & Extent

Percent distribution of nonfatal occupational injuries and illnesses resulting in days away from work, by event or exposure and by ownership, 2011



Source: U.S. Bureau of Labor Statistics.

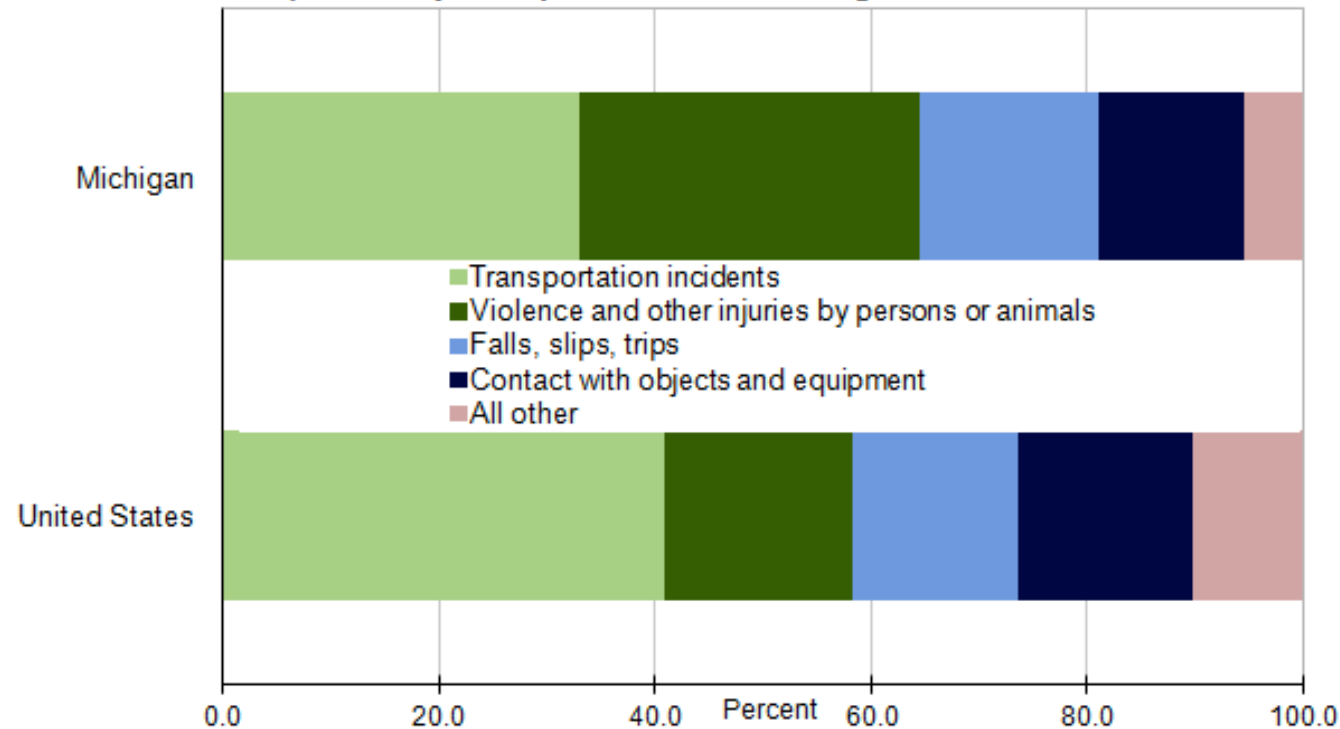
Nature & Extent

- BLS estimates
 - Social service workers: 15 per 10,000
 - 48% of all non-fatal injuries from occupational assaults and violent acts occurred in the health care and social service
- National Probation Officer Safety Survey (2005-2012)
 - Serious Assaults – 29
 - PO Deaths – 9
- Adult POs – more than half of all probation officers will be the victim of some type of assault or hazardous incident during their probation career

In Michigan...

- 2012 (n= 127)

Chart 2. Fatal occupational injuries by selected event, Michigan and the United States, 2012



NOTE: Data for 2012 are preliminary.
SOURCE: U.S. Bureau of Labor Statistics.

Some Discussion Questions...

- What violent crimes have occurred at your workplace?
- What non-violent crimes have occurred at your workplace?
- Have you have any incidents out on the streets?
- Have you ever been victimized in your personal life because of your profession?
- Do you feel “at risk” for victimization in you personal life because of your profession?

Theoretical Perspectives

- Routine Activities Theory
 - Crime/Violence Occurs
 - Lack of Capable Guardians
 - Motivated & Likely Offenders
 - Suitable Targets



Theoretical Perspectives

- CPTED
 - “the proper design and effective use of the built environment that can lead to a reduction in the fear and incidence of crime and an improvement in the quality of life.”



Moffat (1983, p. 23)

Security-Related Terms...

- Threats
 - Natural
 - Man-Made
- Vulnerability
 - A weakness that makes an org or person vulnerable to attack
 - Anything that can be exploited by the threat
- Risk – Probability of occurrence
 - An unwanted negative consequence
 - The possibility for a problem to arise
 - Specific events/actions
 - Controlling Risk
 - Avoidance
 - Acceptance
 - Reduction
 - Spreading
 - Transfer

In Your Facility/Workplace

- Who/What are your Threats?
- What are your Vulnerabilities?
- What are you at Risk for?

Necessary Components of any Security Program

- Knowledge (what to do)
- Skills (How to do it)
- Attitude (What to do and why)

Safety and security should become an organizational philosophy

“Designing In” an Effective Security Plan

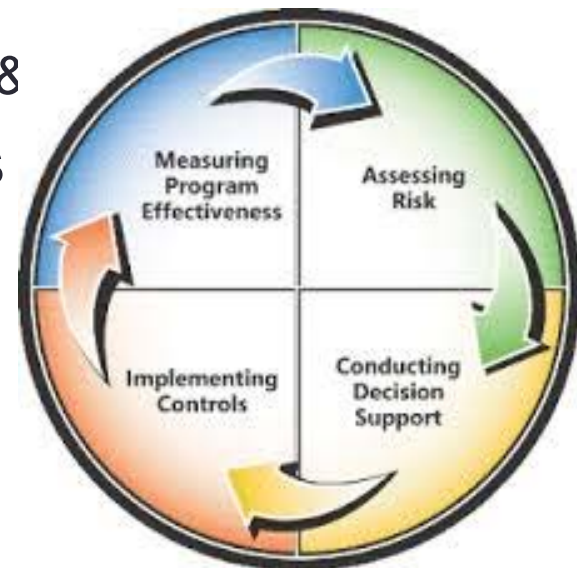
FOR BOTH PERSONNEL & PHYSICAL SECURITY

Countermeasures – 4 types

- 1 Prevention/Proactive
- 2 Reactive – after the event (not good...)
- 3 Detection – human and technological...
- 4 Administrative – policies and procedures (the foundation)

Designing a Security Plan

- Identify Risks, Vulnerabilities & Threats in Common & Uncommon Situations
 - The what ifs...
 - Historical/Intelligence Data/prior incidents
 - Policy-Based Threat
 - Range of Potential Threats
 - Defined Scenarios – Adversary Attacks &
- Develop effective security practices administrative, technological, etc.
- Implement Measures
- Assess Plans
 - A Continual Process

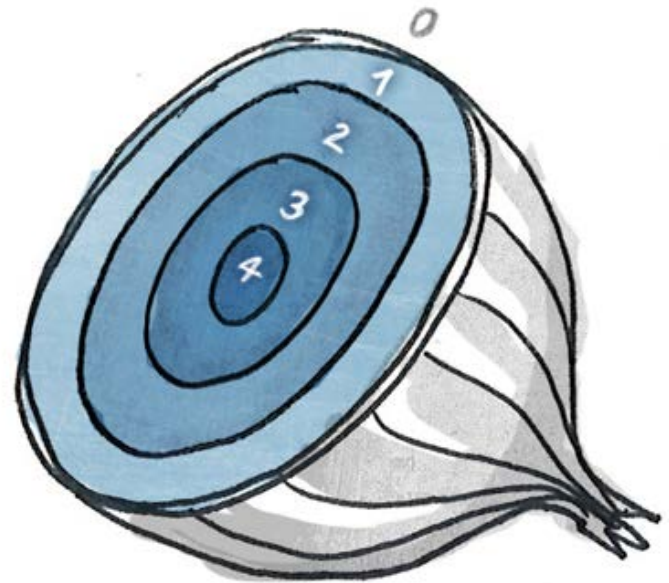


Designing An Effective Security Plan

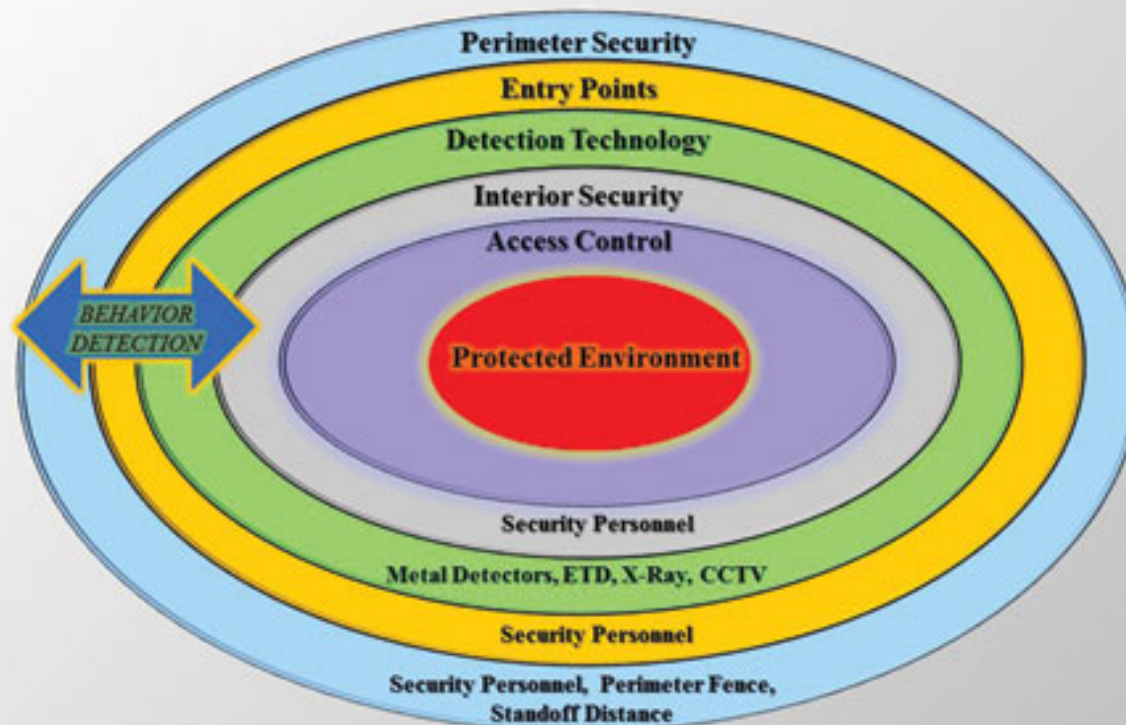
- The Four D's of an integrated security program:
 - 1) Deter – physical & psychological
 - 2) Detect
 - 3) Delay
 - 4) Deny
- Types of Security Measures
 - Site Work
 - Building
 - Detection Elements
 - Procedural Elements
- Key- make security part of your job

Defense in Depth

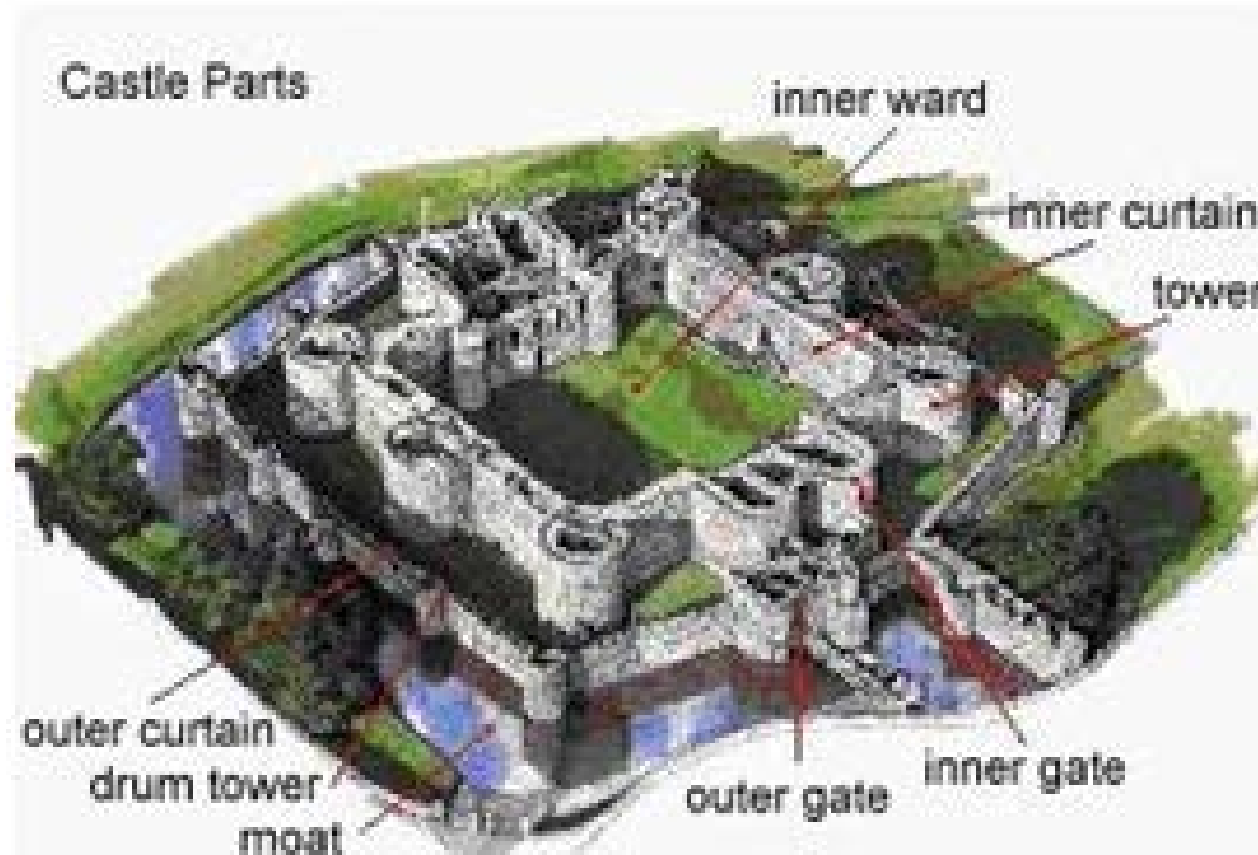
- Coordinated use of multiple security practices & countermeasures....
 - Actions, Devices, Procedures, Practices
 - Technological and procedural in nature
- A Layered Approach to Security
- Begins as far out as possible
 - Engineered Controls - barriers
 - Administrative Controls - practices

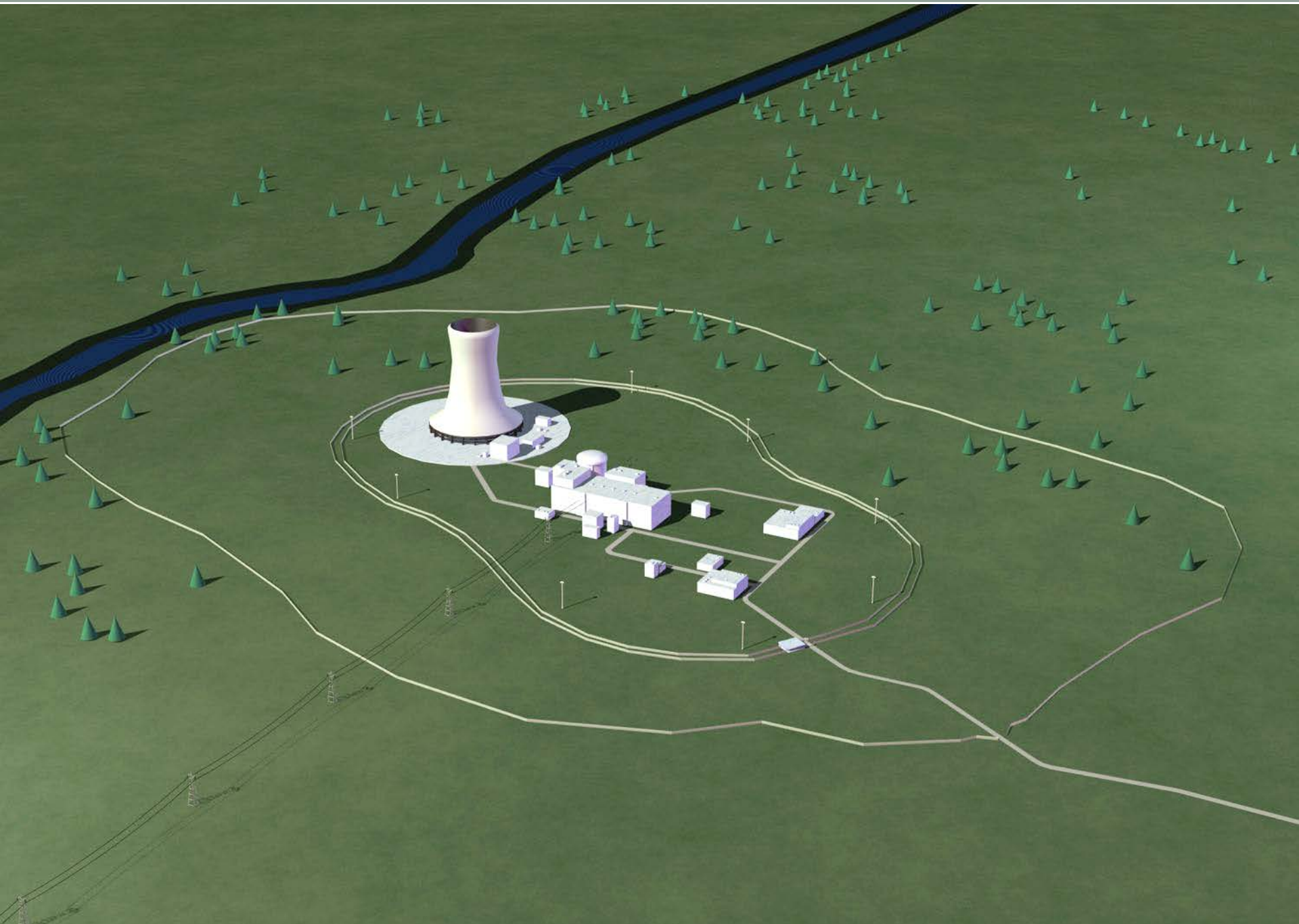


Layers of Security



How does your “castle” compare?





ANY QUESTIONS?

WORKPLACE SECURITY

The Parking Lot

- Adequate Lighting & Surveillance
- Clear & Unobstructed views – standoff zones?
- Secure access
- Fencing
- Dedicated Staff Parking
 - Do not use marked Spaces
- Don't make yourself a target
- Counter-surveillance – who is watching you?
 - Inside
 - Outside
- Keep vehicle locked and free of suitable targets

In the Workplace

Adversaries

Active

Passive

Irrational

Rational

Non-Violent

Violent

In the Workplace

- Key Element is Access Control (keep the problem outside)
 - Begins at the front door
 - Visible Security
 - Greeters
 - Signage
 - Psychological Barriers....
 - ID Badging Systems
- Other Engineered Controls
 - Metal Detectors
 - CCTV –Panic Alarms
 - Safe Rooms
 - Doors/Portals
 - Policies & Procedures - the Foundation for all security practices
 - “Odd hours” also contributes to violence
 - Effective Lighting

Building Security

- Deny/limit visitor access
- Alarm & CCTV systems
- Employees separated by client waiting areas – how?
- Avoid tailgating
- Keep doors & files locked at all times
- Be aware of personal items – remove from view of visitors
- Placement of furniture
- No hazardous items present

In the Office...

(Admin Practices)

- Administrative Practices/Controls
 - Clear anti-violence policies
 - Liaison with local police (have they visited your site?)
 - Effective Emergency Response Procedures
 - Adequately Trained Staff & Clients
 - Increase Staffing
 - “Buddy Systems”
 - Security Escorts

In the Office

(Admin Practices – continued)

- Policy on Contraband?
- Do you search all subjects? How many times?
- Detection Devices?
- Assessing Safety:
 - History/demeanor of clients
 - Physical arrangement of the workplace
 - Your safety/security training & experience
 - Any Isolated Areas
 - Escape Areas
 - Panic Alarms
 - Others

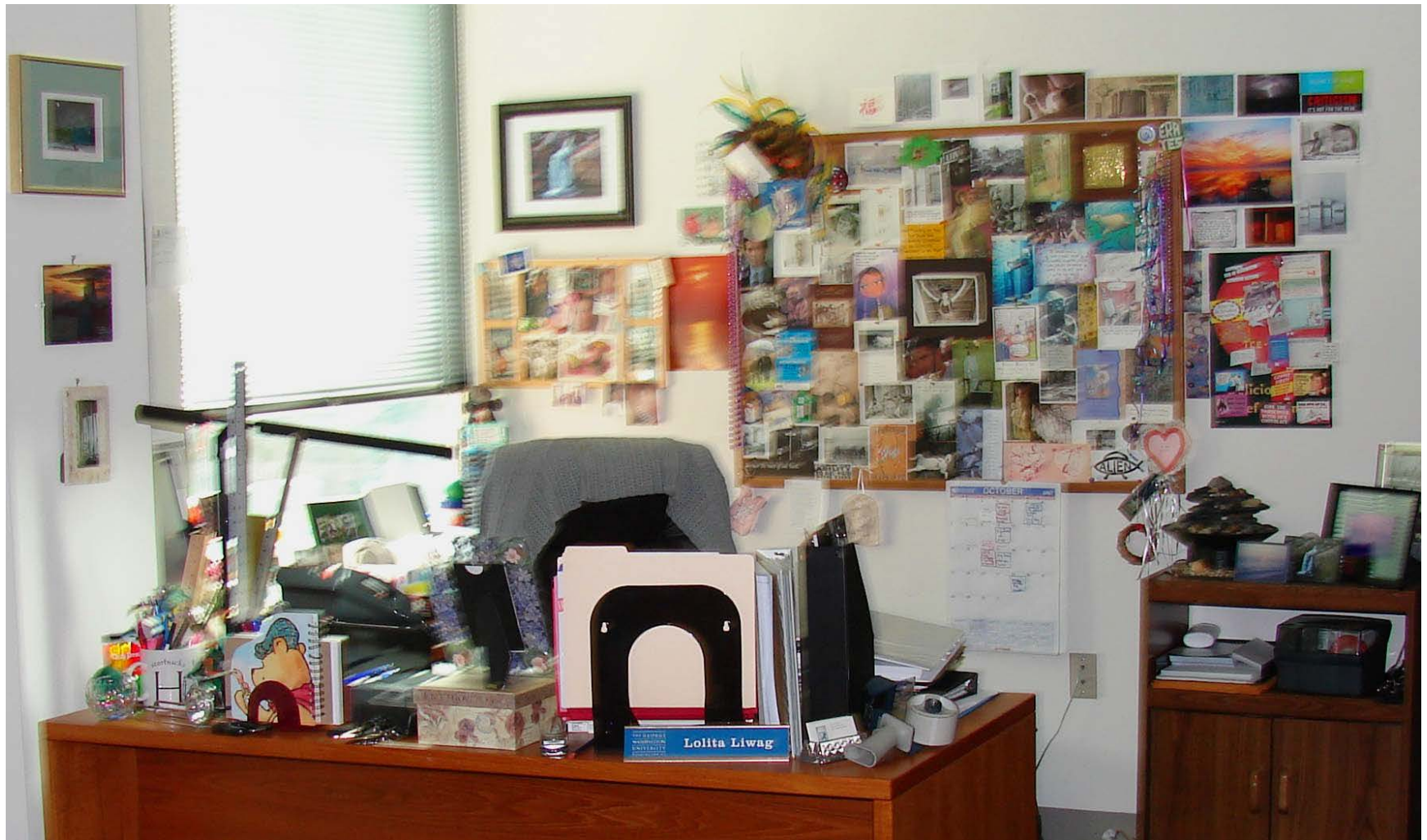
In the Office

- Personnel Practices –

- How much info can you obtain about a person by sitting in his/her office?
- How much info can you obtain about a person by listening and observing?

Social Engineering – using human interaction (social skills) to obtain or compromise information about an organization or person

In the Office...



In Your Office...

- A Clear/Clean Desk...
- Arrange office furniture to ensure escape to the exit
- Create barriers between you and the offender
- Create distance (allows us to react & defend)
- No personal information present
- Do not share personal life with clients
- Emergency code words
- Distress technologies (computers, alerts, “person down” etc.)

What “weapons” exist in your workspace?

Oh, sorry I drifted off. I was imagining stabbing you with this pen. What were you saying?



ROTTENCARDS USER CARD

In Other Areas

- Countermeasures – what can we do differently?
 - Administrative
 - Emergency Response Procedures
 - Engineered
 - Psychiatric Furniture
 - Personal

Interview Rooms

- Best Practices
 - No personal property allowed
 - Pat down searches
 - All potential weapons be removed
 - Dedicated room
 - Permanent/Fixed “safe” furniture
 - CCTV surveillance
 - Panic alarms
 - Subject should be kept under continual surveillance

Courtrooms

- Is there a secure lockup?
- Uncuffed before entry...an issue
- Look for entrances, exits, open windows and loose objects
- Families may be present (both sides)
- Potential for ambush/assault

Hospitals/Treatment Facilities

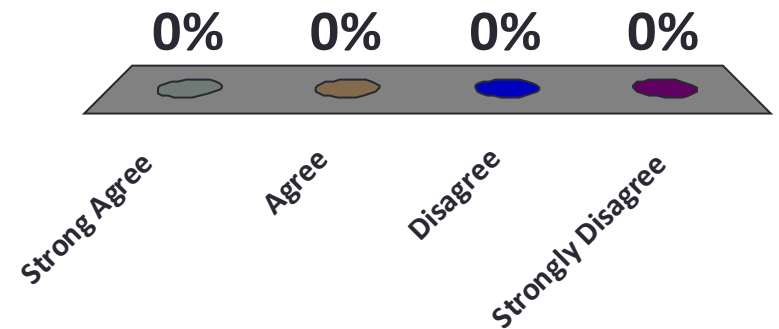
- Coordinate with Security
- Restrict Communications prior to transporting
- If following— follow as closely as possible
- Restraint equipment?
- Other practices?

Out on the Streets...

- A Few More Questions.....

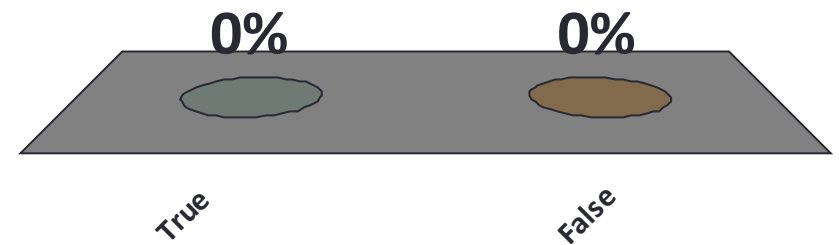
In the course of my work, I am concerned about being a victim of a violent crime while out on the streets:

- A. Strong Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree



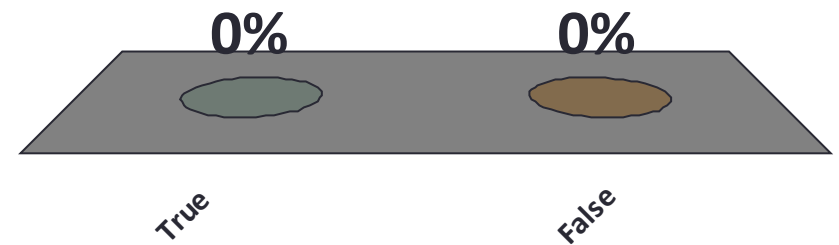
In the last 12 months, I have felt physically threatened by a client while out on the streets:

- A. True
- B. False



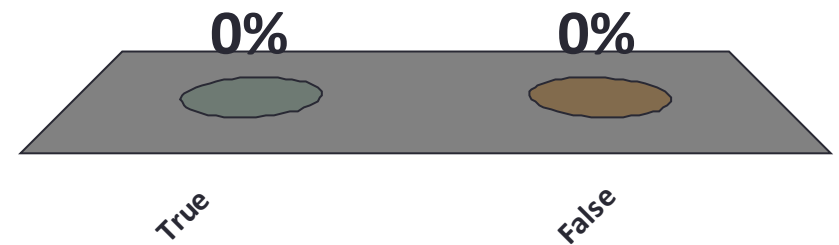
In the last 12 months, I have felt physically threatened by an acquaintance of a client while out on the streets:

- A. True
- B. False



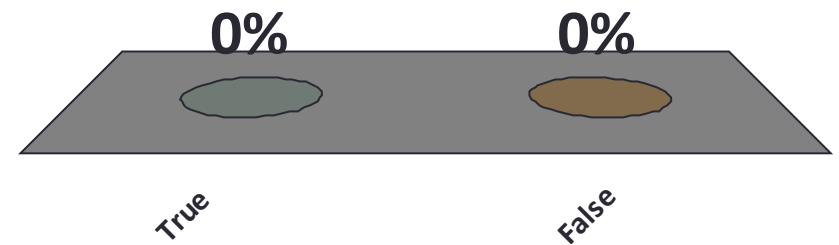
In the last 12 months, I have been physically assaulted by a client outside the office setting (ex: home visits):

- A. True
- B. False



In the last 12 months, I have been physically assaulted by an acquaintance of one of my clients:

- A. True
- B. False



Out on the Streets

- The Research
 - Majority of respondents – personal safety has a negative impact on going into the field – 60% indicated concern for personal safety
 - Concern for safety higher in the field than the office
 - Client population
 - Neighborhoods
 - Families & Associates
- Traditionally, personal safety was not a prominent concern for POs
 - Operated under a social service instead of a punishment orientation
 - Perhaps informality, intimacy of the past and a more violent clientele has changed this.
 - Large caseloads limit the ability to gather information – leads to intelligence gaps

Out on the Streets

- Characteristics that Place Police Officers at Risk (FBI Study)
 - Friendly
 - Service Oriented
 - Hesitant About Using Force
 - Shortcutting
 - Trusting of “Perceptual Shorthand”

Pre-Planning Visits

(A Safety Checklist/Questionnaire)

- The Area
 - MapQuest
 - Satellite Images
 - Crime Data
 - Neighborhood Characteristics
 - Criminal Registries
 - Street Knowledge
 - Police Databases
 - Streets – one way, alleys, etc.
 - Check it out yourself
 - Others?
- The Residence
 - Single/Multi-family
 - Diagram/Description - doors
 - Prior Calls
 - Hazards?
 - Perimeter – fences, brush (concealment), debris – things that impede a fast escape
 - Talk to police in advance
 - Never use elevators
- The Client
 - Criminal History
 - Prior history w/service provider
 - Mental Illnesses
 - Other factors

Pre-Planning Visits

(A Safety Checklist/Questionnaire)

- Occupants

- Permanent/Temporary
- Animals
- Criminal Histories
- Mental Illnesses
- Substance Use/Abuse
- Vehicles Driven/Tags

- Yourself

- Mandatory Equipment Carried
 - Radios
 - Cell Phones (ICE)
 - ID/Badge
 - Distress Technologies
 - Universal Precautions
 - Weapons
- One or Two person visits
- Police Assistance – notify them/have their numbers
- Have an itinerary filed with supervisor/"buddy"

Pre-Planning Visits

(A Safety Checklist/Questionnaire)

- Yourself
 - Mandatory Equipment Carried (field kits)
 - Radios
 - Cell Phones (ICE)
 - ID/Badge
 - Distress Technologies
 - Universal Precautions
 - One or two person visits
 - Police Assistance – notify them
 - Tactical Awareness
 - Be Mentally Prepared!
 - Commons Sense-Street Smarts
- Dress
 - Neutral & Tactically
 - shoes, etc... don't rattle (jump test)
 - ID in plain view? Not on lanyard
 - Be Sterile
- Your Vehicle
 - Dependable
 - 4 door...
 - Enough fuel

Home Visits

- The Approach
 - Never take a direct approach to the home
 - Do a drive by...
 - Evidence of People, suspicious activities
 - Neighbors, bystanders, suspicious activities, animals
- Vehicle Placement
 - Where do you park your vehicle? Driveway, street...
 - How do you park your vehicle?
 - Under a streetlight?
- Actual Approach
 - Stop, look, listen....360 degree perspective
 - Where do you place yourself?
 - Concept of cover & concealment – use light as a tactic
 - Contact/cover for 2 person calls

Carry out your visit as quietly as possible with limited public display

Home Visits – once in...

- Use your senses
 - Sound of people running inside
 - Smells – marijuana
 - Counter surveillance
 - Long delays
- When person answers door, do not immediately go in – scan the environment
- Call them out if necessary
- Secure all animals
- Keep the person in view
- Do not remove shoes (bring covers)
- Keep your hands free
- Limit what you bring in
- Are there other occupants
- Ask all occupants to remain in your view – central location
- Visually scan the person & environment
- Turn TV's, etc. off – distractors
- Stand near an exit – do not let anyone or anything impede your exit
 - Fatal Funnels
- Doors stay open/unlocked – crack the door
- Watch the hands
- San the environment
 - What other “things” can you find?

Home Visits – once in...

- Choose an appropriate place for the meeting –
 - You decide – not client
 - Not in the kitchen
- Pre-arranged code for danger
- Do not go out at alone, especially at night
- Keep a reactionary gap – avoid standing in the danger zone
- Stay balanced – sit or stand?
- Never stop observing, listening and smelling
- Leave notes for later...
- If there is any doubt – leave
- Work with police – contact dispatch on location, call for backup
- Leave site immediately – do not do paperwork in driveway, etc.

Restructuring the Home Visit

- Reduce the number of visits?
 - Time of day, etc. Specific days/times
 - Equip with defensive tools?
 - Two person visits?
 - Police Assistance/Partnerships
 - Other technologies – GPS, personal alarms/alerts, lone worker/man down devices
 - Staff Safety Training Programs
 - Specialized Field Service Units
 - Others?



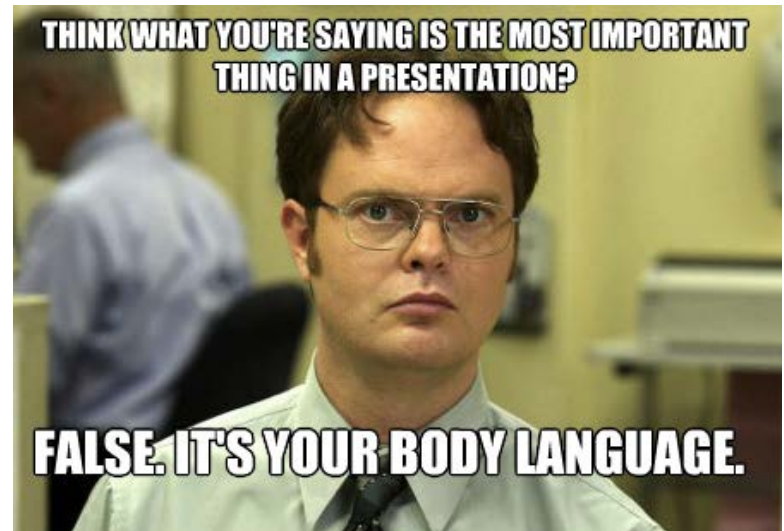
The Concept of Tactical Awareness

- Mental Conditioning/Rehearsal
 - Preparing for an encounter before it happens
 - What if the client is _____ when I arrive at his/her home?
 - What is does...
 - Helps you overlearn tactics & techniques
 - Diffuses the impact of stressful events
 - Imprints learned response patterns – guides your physical actions instantly and successfully
- FBI study of officers killed & assaulted:
 - Just a minor offense
 - Just a call to the same address/family
 - Just another transport of an offender (someone else's)
 - No single profile of an offender exists
- Dress tactically
 - Shoes, clothes, “rattle test”

Perceptual Shorthand

- What messages are offenders sending to JJPs?
- What Messages are you sending out?
 - Body language, verbal control, tactical awareness, reactionary gap
 - Biological, physiological, psychological cues
- Do not draw conclusions that result in you dropping your guard!
- Be aware of subtle nuances & nonverbal messages of subject(s)
- Have a safety mindset

Your perceptions of incidents and instantaneous analysis of those perceptions determine your state of readiness



Awareness Color Codes

WHITE

unaware, unprepared, and unconcerned.

Normal state of mind when we are in the safety of our home.

YELLOW

attentive, but relaxed.

Normal state of mind when out and about. Best way to keep threats remote, but also how we notice the nice things in life.

ORANGE

Focus is directed at a potential threat.

Start planning a strategy should the potential threat becomes concrete and imminent, and ideally to avoid the situation altogether.

RED

imminent danger exists and immediate action is needed!

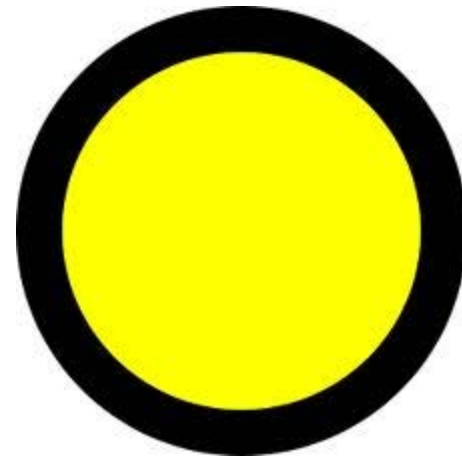
Implement the decision of whether to run, hide/take cover, or fight.

BLACK

you are actively applying an appropriate level of justifiable force (firearm, pepper spray, or improvised weapon) to terminate an imminent threat to life and limb. Otherwise you are actively being robbed or hurt, and may need to comply with demands.

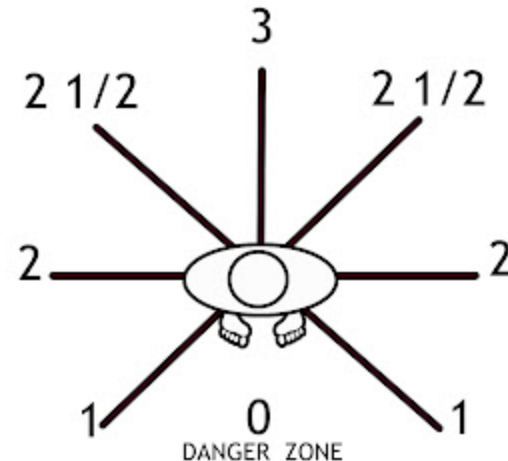
• Some Signs...

- Boxer's stance
- Invading personal space
- Placing hands in pockets
- Clenched hands
- Threatening Remarks



Tactical Awareness - Placement

- Body Placement
- Maintain A Reactionary Gap
- Act tactically
 - Presence & Verbal Control



- From: PPCT Systems

ANY QUESTIONS?

YOUTH TRANSPORT ISSUES

Reasons for Movement

- Court Appointments
- Medical/Treatment Appointments
- Building Maintenance
- Transfers to Other Institutions
- Another Danger...
 - Unwilling person, afraid, opportunity

Vehicle Transport

- Pre-plan the Transport - expect the unexpected
 - Type of vehicle?
 - Clear of potential weapons, etc.
 - Condition & fuel...
 - Functional....
 - Most direct route; major routes you are going to take
 - Road construction, delays
 - Be aware of the route
 - Long distances; itinerary & pre-plan
 - Where are secure stops?
 - All paperwork ready
 - The person
 - Any disabilities? Accommodations needed?
 - Know the specific policies & procedures of the destination site
- What potential (and actual) weapons are you carrying?
 - Keys, pens, etc.
- Notification Issues
 - Your Employer
 - Time In/Time Out
 - Mileage
 - Destination
 - In Advance – surprises are uncomfortable
 - Contact person?
 - Security needed?
- LE Assistance in transport
- One or Two-Person Transport?
- Effective Communication
 - Let supervisor/office know
- No Unauthorized Stops or Visits
- Sharing the Movement Schedule

Securing the Person

- For your and his/her safety
- Search vehicle prior to transport
 - For contraband, weapons,
 - Legal reasons
- Fully Search the Person
 - Search after securing!
 - Detailed – have a way, be deliberate & methodical; ask them about weapons & contraband too
 - Do not rely upon others...
 - Leave personal possessions behind
 - Cross-gender searches?
- Handcuffing Policy
 - What is your policy?
 - Behind the back/double locked & checked for tightness
 - In front –belly chains...
 - Ankle chains
- Transport in Back Seat Only
 - Passenger Side
 - Secured with Belt
- Other Points to consider:
 - Universal Precautions
 - Prisoner safety is your responsibility
 - Are you being followed?

Upon arrival

- Notify in Advance
- Where to Park
- Dedicated Entrances
- Keep person securely cuffed
- Properly Escort
 - Never escort by holding chain
- Be aware of surroundings
- All documents prepared?

- What's Wrong with this photo?



Youth Escorts – on foot

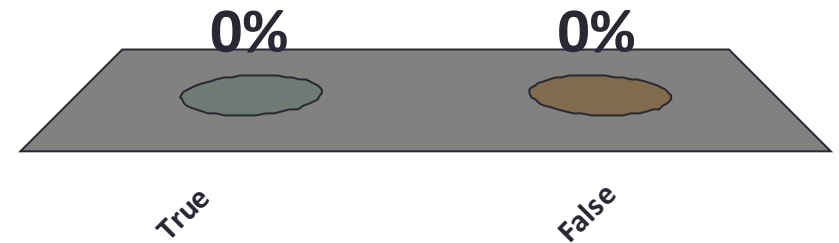
(in and outside the workplace)

- Have a plan & stick to it
- Know your client & expect the unexpected
- Escort on strong arm side & slightly to the rear – never in front or behind
- Make no stops
- Move in an efficient manner
- Be free of potential weapons yourself
 - Keys, pens, etc.
- Hands free – be prepared to react

SAFETY IN ONE'S PERSONAL LIFE

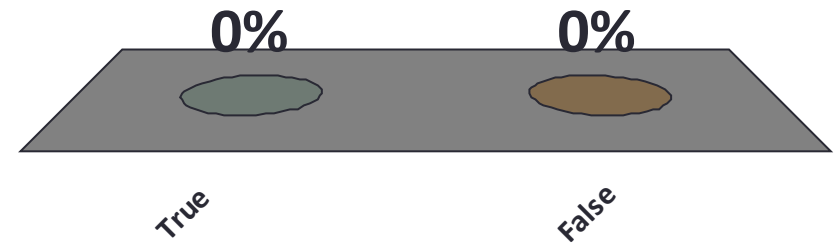
Because of my profession, I am concerned about my personal safety outside the work environment:

- A. True
- B. False



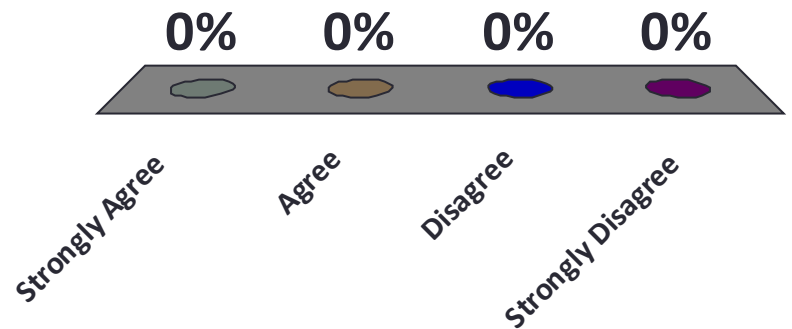
Because of my profession, my personal safety outside the work environment has been jeopardized:

- A. True
- B. False



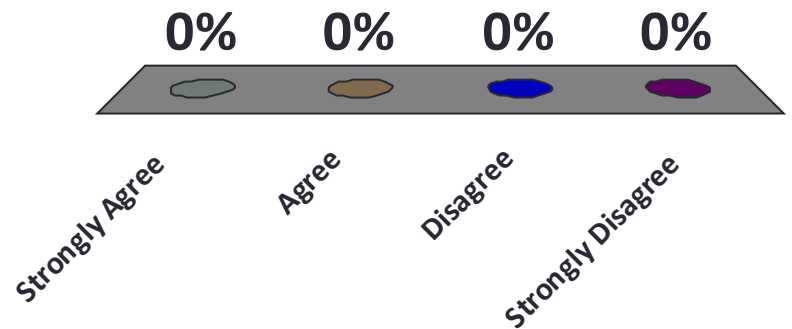
My occupational activities will lead my children to be harassed/victimized by clients/former clients, etc.:

- A. Strongly Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree



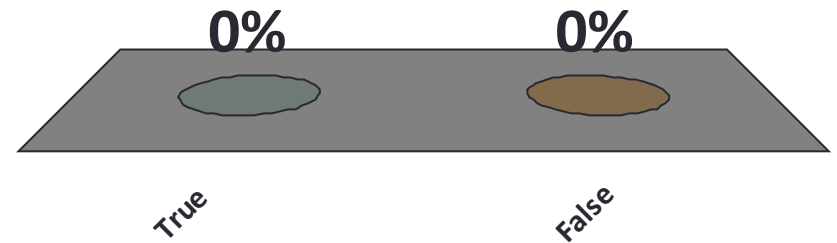
I am concerned that my occupation will lead to my spouse/significant other being harassed/victimized:

- A. Strongly Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree



I have changed activities in my personal life in order to avoid current/former clients and their associates:

- A. True
- B. False



Discussion

- What are some concerns we have in our personal lives because of our occupation?

In One's Personal Life

- Research shows this is the lowest concern – still an issue...
- Home Security
- While Out & About
- In Cyberspace/Social Media

Social Media – friends of friends

- Is a great tool for surveillance – both ways!
- A trail of personal information...
- General Tips
 - Review Your Privacy & Security Settings
 - Remain Anonymous
 - Once Posted, Always Posted
 - Keep Personal Info Personal
 - Manage Your Friends – “Backdoor” stranger friend requests
 - TMI Rule
 - Ex: Facebook – birthdays, relationships, etc..

Social Media (cont.)

- Customize Privacy Settings
- Create an alias
- Limit Work History on LinkedIn
- Avoid Accidentally sharing personal details
 - Away for the weekend, - don't let details slip
 - Search Yourself – how much info comes up
- Limit your friends – avoid casual connections – possible strangers have access to more of your information
- Create a smaller social network

When Out & About

- Reflect on your daily activities:
 - What makes you vulnerable?
 - What are some specific risks?
 - What are some common countermeasures?
- Family & Sig Others – have a plan
- Defensive Weapons?
 - Impact Weapons
 - Chemical Restraints
 - Electronic Control Devices
 - Firearms
- Other Target Hardening Activities
- Common Sense – The Best Weapon

Conclusion

- Recognize your org vulnerabilities
- Recognize your unique Assets & Vulnerabilities
- Be Safe!

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